

# **SELF-ASSESSMENT MANUAL FOR QUALITY OPERATION OF PARK AND RECREATION AGENCIES**

## **A Guide For Army Standards For National Accreditation**

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With Commentary And Suggested  
Evidence Of Compliance



# **TABLE OF CONTENTS**

- a. Chapter 1 – Agency Authority, Role and Responsibility**
- b. Chapter 2 – Planning**
- c. Chapter 3 – Organization and Administration**
- d. Chapter 4 – Human Resources**
- e. Chapter 5 – Finance (Fiscal Policy and Management)**
- f. Chapter 6 – Program and Services Management**
- g. Chapter 7 – Facility and Land Use Management**
- h. Chapter 8 – Safety and Security**
- i. Chapter 9 – Risk Management**
- j. Chapter 10 – Evaluation and Research (Evaluative Research)**

# CAPRA ARMY ACCREDITATION STANDARDS

## 1.0 AGENCY AUTHORITY, ROLE AND RESPONSIBILITY

### 1.1 Legal Authority and Jurisdiction

**Commentary:** It is recognized that there many DOD, Army federal and state statutes and regulations, as well as local policies and regulations, with which Army Recreation organization must comply in all areas of policy and operations, e.g., finances, facilities, personnel, program participants, and others. It is not necessary to have any Army Recreation organization prepare a digest of these laws under which they must operate, both because of the extensiveness and the continual change of such requirements. A Army organization must make every effort to be in conformity with such legal mandates; and, compliance is a matter for the local, state, and federal law enforcement authorities, not accreditation.

However, it is deemed important that an organization understand how it was legally created and it's authority and jurisdiction, hence, standards 1.1.1 and 1.1.2. *Management manual, chp. 2 @ pp-19-29*

#### ⇒ 1.1.1 Source of Authority

*The source of authority of and powers for the Army recreation managing authority shall be clearly set forth by legal document.*

**Commentary:** The source of authority or legal basis of operation and extent of the powers of the managing authority should be identified in the DOD/Army, state statutes and regulations or local charter.

**Suggested Evidence of Compliance:** Provide legal citation and, if appropriate, date of resolution by local governing entity or legal authority, i.e., enabling act, charter, ordinance; if permissive state authority, provide charter. Identify AR 215; Cir 608-97-1 and appropriate AR's.

##### 1.1.1.1 Authority/Policy Body

*The organizational structure should provide for a Federal authority responsible for policy-making functions.*

**Commentary:** The policy-making entity is ultimately responsible for the operation of the installation Army recreation program. *Management Manual, chp. 2 @ pp. 30-39*

**Suggested Evidence of Compliance:** Copy of organizational structure chart with narrative description; show relationship of structure to local command. *Distinguish this chart from staff organization chart, & 3.1.1*

#### 1.1.1.2 Citizen Advisory Board/Committees or Installation Equivalent

*There should be citizen advisory boards/committees or installation equivalent.*

**Commentary:** Advisory boards not only may serve an entire local Installation, but also may serve a specific neighborhood function, activity, center, or a particular site. The board may be appointed by the Commander or designated authority. This type of board is purely advisory to the governing body of the jurisdiction which appoints. Such boards may be composed of a relatively large body of representatives from all interested factions of the locality. The advisory board may serve important functions in the interpretation of the program, facilities, and services; in making studies and recommendations which help advance Army park and recreation services; and, ultimately in being a sounding board exerting board influences throughout the community to improve and expand Army recreation services. It provides for vital citizen involvement and participation. Citizen advocacy is an important element in determining, implementing, and gaining financial support for services and programs. *Management manual, chp. 2 @ 39-40*

**Suggested Evidence of Compliance:** Provide list of boards/committees with membership, functions and duties, terms of office, frequency of meetings. Provide copies of recommendations made changes/improving service.

#### 1.1.2 Jurisdiction

*The specific geographical boundaries of the organization's jurisdiction should be set forth by geographical description and map.*

**Commentary:** It is fundamental that the installation clearly set forth the description of the geographical boundaries of its jurisdiction both within and outside the installation limits. A detailed official map depicting the boundaries of the jurisdiction is essential. Situations involving ambiguous territorial jurisdiction should be avoided.

**Suggested Evidence of Compliance:** Provide copy of map with geographical boundaries of jurisdiction and service areas, including location of facilities identified.

#### ⇒ 1.2 Mission

*There shall be a written mission statement which defines the direction and purpose of the installation Army recreation program.*

**Commentary:** The Army mission is the purpose or reasons for the existence of the program and establishes the long-term direction for the Army services and activities. It is set forth by the installation authority and is implemented through making and keeping of policies and achieving stated goals and objectives. The mission statement should be reviewed and updated periodically. *Management manual, chp. 5 @ pp.108-110*

**Suggested Evidence of Compliance:** Provide a copy of written statement.

#### 1.3 Goals and Objectives

⇒ 1.3.1 Statement of Goals and Objectives

*There shall be written goals and objectives for the installation recreation organization and for each of its organizational components. Such goals and objectives shall be directed toward accomplishing the organization mission, be updated annually, and distributed to all appropriate personnel.*

**Commentary:** Establishing and routinely updating, goals and objectives of the organization and each component helps to ensure direction and unity of purpose and serves as a basis for measuring progress. *(The goals and objectives should state outcomes or impacts that the installation recreation services seeks to have on its constituency. (Cross-reference 6.3) Management manual, chp. 5 @ pp. 110-111*

**Suggested Evidence of Compliance:** Provide a copy of goals and objectives for each organizational component.

1.3.2 Personnel Input

*There should be input from the various personnel levels within the organization in the development of organization goals and objectives.*

**Commentary:** Obtaining the input of personnel has great value in improving the relevancy and coverage of goals and objectives statements; further, it encourages the feeling that employees have contributed to the management and operation of the organization.

**Suggested Evidence of Compliance:** Provide examples of how input obtained, e.g., memo, meetings, et al to communicate to all personnel explaining why their input is important and how to submit such information.

1.3.3 Annual Evaluation

the *There should be a written annual evaluation stating the progress made toward attainment of goals and objectives submitted to the organization's chief administrator by each organizational component.*

**Commentary:** The intent of this standard is to ensure that the organization's chief administrator is informed, on a regular basis, of the progress toward achieving established goals and objectives. This annual evaluation should be shared with the command. *Management manual, chp. 5 @ 112-115*

**Suggested Evidence of Compliance:** Provide a copy of last year's evaluation

1.4 Policy Formulation and Review

⇒ 1.4.1 Process for Formulating Policy

*A specific distinction shall be made among policies, rules and regulations, and operational procedures.*

chief **Commentary:** Policies are broad statements set forth by the HQDA. An established policy is a settled course of action required to be followed by the

and

administrator and staff. Rules and regulations are administrative statements based upon policies, developed by the appropriate authority and, which set forth requirements controlling the activity of participants and staff functions. Operational procedures are guidelines, set forth by the Command and staff to facilitate the implementation of program, how something is to be done, when,

by whom. It should be indicated how each is established and administered. *Management manual, chp. 2 @ pp. 33-34.*

**Suggested Evidence of Compliance:** Give illustration of how this distinction is facilitated or carried out.

#### 1.4.2 Policy Manuals

*There should be manual setting forth the organization policies, which is:*

- **kept up-to-date**
  - *reviewed systematically, periodically by the administration, and*
  - *made available to administrative and supervisory personnel*
- Management manual, chp. 2 @ p. 39.*

**Suggested Evidence of Compliance:** Provide copy of policy manuals.

### ⇒ 1.5 Relationships

*There shall be understanding of the roles of counterpart and complementary agencies in the surrounding off post communities.*

**Commentary:** Establishing and maintaining effective channels of communication between recreation agencies and other agencies are essential first steps in improving cooperation through partnerships. Good liaison can result in more productive efforts, including greater cost effectiveness and efficiency, in accomplishing the mission of the organization. *Management manual, chp. 4*

For both short-term programming and long-term planning and development, coordinating interagency task forces can facilitate the implementation of organization goals and objectives and eliminate barriers and problems before they become serious.

Policies regarding cooperative agreements and working relationships should be a section in the policy manual.

**Suggested Evidence of Compliance:** Provide illustrations of cooperative efforts to include MOA's and MOU's.

#### 1.5.1 Administrative legislative functions

*There should be written guidelines defining the relationships between the organizations.*

**Commentary:** These guidelines for internal relationships often are incorporated into position descriptions. *Management manual, chp. 2 @ pp. 32-33, 39*

**Suggested Evidence of Compliance:** Cites the written guidelines (MOU's and MOA's).

#### 1.5.2 Operational Coordination and Cooperation (Agreements)

*There should be written, established policies on cooperative use and maintenance of facilities and program operation, facility design, land development, finances, etc., with other organizations or individuals. Agreements on operational cooperation should be in writing by and between the organization and others involved.*

**Commentary:** Long-term agreements with periodic review are preferable to annual agreements, inasmuch as they permit longer-range program planning. There should be written agreements between the Army recreation organization and other city/county agencies, as well as the schools and other public and private agencies.

**Suggested Evidence of Compliance:** Provide a copy of the policies and any agreements.

#### 1.5.3 Interagency Relationships with Counterpart Agencies (Liaisons)

*There should be liaison with other park and recreation agencies in adjoining jurisdictions or jurisdictions having concurrent authority in the organization's service area.*

**Commentary:** Army recreation organization's need to assist and cooperate with federal, state, military and local park and recreation agencies.

**Suggested Evidence of Compliance:** Provide examples of such liaison and provide letters of agreement, if any.

#### 1.5.4 Relationship with Complementary Agencies

##### 1.5.4.1 Public and social service agencies

*There should be liaison with appropriate community/civic organizations. The services and resources available through other public and social service agencies should be identified in written form.*

**Commentary:** This standard ensures that personnel are made aware of the diverse resources at their disposal. The organization should inform all personnel of the resources and services available through environmental and social service agencies and should initiate contacts with other departments, agencies and organizations. Frequently, these groups do not know of the services and operation of the Army recreation organization and hence cannot coordinate with something with which they are unfamiliar. Liaison with many types of groups is one of the most effective public relations efforts such as: NRPA, AFRS, 4-H and county extension.

**Suggested Evidence of Compliance:** Identify staff with liaison responsibility and provide a listing or directory of other community public and social service agencies' available services and resources.

##### 1.5.4.2 Local Government Agencies

*There should be Army recreation organization liaison with official local governmental agencies such as zoning commissions, city councils, county supervisors, school boards.*

**Commentary:** When possible, there should be appropriate Army recreation representation on committees. It is particularly important to maintain liaison with regulatory agencies.

Appropriate liaison also should be maintained with state and federal legislators, departments and agencies.

**Suggested Evidence of Compliance:** Identify staff with this liaison responsibility and indicate how the liaison person has been functional, i.e., reports to director, board or committees.

## 2.0 PLANNING

⇒ **Commentary:** This section covers strategic, installation and comprehensive planning. It also shows an integrated approach with recreation planners in the civilian community. *Management manual, chps. 5, 6, 8*

### 2.1 Trends Analysis

*There shall be a system in place to assess societal and local trends.*

**Commentary:** It is essential that installations keep abreast of local, regional, state, national, and world societal trends to keep dynamic in serving their constituencies. This includes assessment of needs and issues (Cross reference 2.4.1.3) *Management Manual, chp. 5 @ pp.106-107, chp 6 @ 132-144, chp.7 @ 215-216.*

**Suggested evidence of compliance:** Provide copy of the trends analysis process

### 2.2 Installation or Military Community Planning

⇒ *Army recreation shall be a part of the installation master planning and MWR Strategic business planning.*

**Commentary:** The recreation organization should be an integral part of all installation/military community planning. As such, initiatives should be contained in such diverse documents as the installation master plan, the installation management action plan (IMAP), the MWR strategic business plan (SBP), and the MWR 5-Year Plan, etc. *Management manual, chp. 5 @ pp. 116-117*

**Suggested Evidence of Compliance:** Recreation initiatives are documented in the plans and participation at meetings is documented.

#### 2.2.1 Personnel part of Installation or Military Community Planning

*Recreation personnel should be an integral part of the team for installation and MWR planning such as installation master plan, the MWR 5-Year plan, and MWR SBP.*

**Commentary:** Personnel from recreation should be involved in the Planning process.



**Suggested Evidence of Compliance:** Identify instances and personnel who are a part of a planning team; existence of recreation goals and objectives are in plans.

#### 2.2.2 Involvement with civilian recreation planning agencies

*The installation recreation organization should be regularly involved in and a part of their community planning groups related to recreation and should have a strong working relationship with city, county, and federal recreation agencies to ensure integration and partnerships within the whole community.*

**Commentary:** Community, as used here, refers to the total area or region. Cooperative community planning means more than just meeting and discussing what each group is doing. The “intent” under the “new recreation delivery system” (RDS) is active partnering initiatives and outsourcing with the whole community where feasible.

**Suggested Evidence of Compliance:** Identify instances and personnel who have worked with city, county and federal agencies; ongoing partnership agreements with city, county or federal agencies or outsourcing initiatives with the same organization.

### 2.3 Strategic Planning

*The “RDS” included in the MWR SBP or strategic plan (SP).*

**Commentary:** Strategic planning is the managerial process by which the organization articulates how it will achieve its goals and objectives over time. *Management manual, chp. @ pp. 103-107*

**Suggested Evidence of Compliance:** The MWR SBP or SP exists and contains initiatives that address implementation of the “RDS”.

### 2.4 Comprehensive Planning

⇒ *There shall be a comprehensive park and recreation system plan, which is basically an inventory of existing conditions and recommendations for future programs and services, acquisition and development of areas of facilities and administration. The plan shall be officially adopted by the appropriate governing body, updated regularly, and be linked with a capital improvement budget and a phased development.*

**Commentary:** Multi-year “RDS” plans include goals, objectives, program trends, population projections, personnel requirements, and equipment and capital needs. In addition, the plans should reflect funding requirements and project outsourcing for a three to five year window. *Management manual, chp. 5 @ pp. 115-116*

**Suggested Evidence of Compliance:** Provide a copy of the current plan updated within the previous 12 months; document is approved and encompassed within the installation SBP or SP.

#### 2.4.1 Recreation Programming Plan

*A long-range recreation program plan (3 to 5 years or more) should be developed and periodically reviewed, as well as a current year plan, which*

*includes implementation procedures and priority listings of recreation programs.*

**Commentary:** Long-range plans should include tenets of the “RDS” and provide implementation of the system over the planning period. Program plans should support implementation of the “RDS” and establish a five-year vision. *Management manual, chp. 6*

**Suggested Evidence of Compliance:** Provide a copy of overall recreation plan which encompasses elements of the “RDS”. Provide the recreation portion of an integrated 5-Year Plan.

#### 2.4.1.1 Installation Study

*A comprehensive community study based on population shifts and changing social and economic conditions should be made at least every five years with interim updating.*

**Commentary:** Programs and services offered must remain customer driven and be modified based on customer input, surveys, focus groups and other information. *Management manual, chp 6, @ pp 132-135*

**Suggested Evidence of Compliance:** Provide examples of how programs and services were combined, changes, outsourced or modified based on customer information.

#### 2.4.1.2 Community Inventory

*There should be an inventory of program elements and services and physical resources in the community to determine overlapping areas, areas of insufficient activity, areas of omission or inadequacy, and potential safety hazards.*

**Commentary:** The recreation organization should take the initiative in maintaining such inventory if no other group of which recreation is a part has such responsibility. *Management manual, chp. 6 @ 134-138*

**Suggested Evidence of Compliance:** Provide a copy of the analysis of the inventory of programs and services and the physical resources of the community.

#### 2.4.1.3 Needs Index

*A “needs index” for determining priorities for development of services within the military community should be established within the comprehensive plan.*

**Commentary:** A “needs index” often is considered a survey of customer attitudes and opinions on what recreational activities they desire; however, it really is much more and involves consideration of the basic needs of the military of the community, where such are not fulfilled, and how parks and recreation can contribute toward human development. *Management manual, chp 6 @ pp. 138-144*

**Suggested Evidence of Compliance:** Provide a copy of the “needs index” within the comprehensive plan.

#### 2.4.1.4 Types of Programs

*The recreation plan should encompass cooperative programming among installation, public, other service, commercial and nonprofit organizations.*

**Commentary:** Recreators should make every effort to coordinate and ensure efficiency of the programs and services provided. Redundant services are discouraged and every effort should be made to integrate services with other community agencies such as parks and recreation, schools, churches and other volunteer agencies. The focus is to minimize resource requirements while providing customer desired services. *Management manual, chp. 6 @ pp.150-154*

**Suggested Evidence of Compliance:** Examples of cooperative agreements, partnering or outsourced services.

#### 2.4.2 Resource Management and Land Use Planning *Management manual, chp. 8*

##### 2.4.2.1 Feasibility Studies

*Where deemed advisable or required by law, there should be special or feasibility studies (i.e., PVAs), prior to construction to determine the appropriateness of certain special facilities (CAC's, fitness centers, pools, parks, etc.).*

**Commentary:** This should also include archeological, historical, geological and ecological studies if they appear to be of significance in the development of an area of facility. Special consideration should be given to environmental hazards, specifically toxicity. *Management manual, chp. 8 @ pp. 250-254*

**Suggested Evidence of Compliance:** Provide copies of studies.

##### 2.4.2.2 Master Plan

*There should be a master site plan for areas and facilities. As with the comprehensive plan, it should be officially adopted by the appropriate governing body.*

**Commentary:** The Plan sets forth each individual facility site or special areas, delineating areas of activity, circulation patterns, building locations, parking areas, and other components for overall development. The plan should include cost estimates for long-range programming. All construction and development should include detailed working drawings and specifications with cost estimates and necessary bidding documents. The plan should reflect the program plan and should have the consultation in the initial planning stage of those who will program, operate and maintain the area or facility. *Management manual, chp. 8 @ p. 279*

**Evidence of Compliance:** Provide copies of the various master and

site plans with some indication that supporting operational staff have been involved in the planning process and that the plans have been officially adopted.

#### 2.4.2.3 Resource management plan

*A resource management plan should accompany that master land use plan.*

**Commentary:** The resource management plan should be an integral part of developing the master use plan, having impact on activity areas. It should include both natural and cultural resources. The plan should reflect the professional interests of those who will program, operate and maintain the area or facility. It also must provide for sound environmental practices. *Management manual, chp. 8 @ pp. 279-284*

with  
**Suggested Evidence of Compliance:** Provide copies of both plans  
evidence that supporting operational staff have been involved in the planning process and that the plans have been officially adopted.

#### 2.4.2.4 Competent planning personnel

*The foregoing resource management and land use plans and studies should be prepared by a park planner, landscape architect or other design professional, depending upon the nature of the project.*

**Commentary:** Where appropriate, pertinent governmental agency input and review should be sought. *Management manual, chp. 8 @ pp. 269-270*

**Suggested Evidence of Compliance:** Provide documentation of competency of planning personnel, staff or contractor.

#### 2.4.2.5 Customer involvement

*Planning should include total customer involvement in the planning process to best meet their needs and gain their support.*

**Commentary:** Both general public and special interest groups should be included to insure complete and realistic view of community desires to plan properly. *Management manual, chp. 8 @ pp. 259-262*

groups  
**Suggested Evidence of Compliance:** Describe how the interest  
representing the cultural diversity of the community were involved.

#### 2.4.2.6 Phased development

*The overall physical plan should have phased development (prioritization), with a capital improvement budget for each phase. The plan should provide for flexibility due to changing conditions.*

**Suggested Evidence of Compliance:** Provide a copy of phases of physical plan with a capital improvement budget for each phase.  
*Management manual, chp. 8 @ p. 276*

### 3.0 ORGANIZATION AND ADMINISTRATION

#### 3.1 ORGANIZATION

No attempt has been made to suggest or recommend specific organizational structures, or specific titles or designations for various organizational components. To do so would limit flexibility and would make it difficult to accommodate the resources and capabilities of individual organizations. *Management manual, chp. 3*

Although basic organizational principles are emphasized in this section, organizations with the capacity to go beyond the application of basic principles should be encouraged to explore innovative approaches to organization.



##### 3.1.1 Organization Structure

*At the installation level the organization shall establish an organizational structure, specifying in detail the interrelationships of the system from the highest authority to all staff positions.*

**Commentary:** The organization should establish a formal structure through which organizational components are arranged, defined, directed, and coordinated. Separate organizational components should be established for the grouping of line functions (those activities which are directly related to carrying out the organizations objectives) and staff functions (those activities carried out to support the line function).

In addition to the written description, the organization should have an official organization chart. The chart should reflect the chain of command and the line of authority and communication within the organization. The chart should be updated as required, but at least annually, and should be posted permanently in at least one location accessible to all personnel.

The organization's structure should reflect its purpose, its methods or operation in relation to its resources, and its relationship to the military community.

In order to become aware of what is expected of staff and to promote efficiency and responsibility, employees should be accountable to only one supervisor. There may be a time when a supervisor has to give work direction to an employee who is outside the chain of command; however, in ordinary circumstances, each employee should be able to identify one, and only one, supervisor to whom the employee is accountable.

To achieve effective direction, coordination, and control, the number of employees under the immediate control of a supervisor should not be exceed OPM standards. This standard applies to each hierarchal level of the structure. Typically, at higher levels of authority, there are fewer employees in the span of control. The addition of employees increases the difficulty of command and decreases the efficiency of both the supervisor and their employees.

To achieve effective direction, coordination, and control, supervisory personnel should be accountable for the performance of employees under their immediate supervision. This standard applies to each level of supervision within the organization. *Management Manual, chp. 3 @ pp.47-53, 60-62*

**Suggested Evidence of Compliance:** Provide a copy of an organizational structure chart which shows interrelationships. (distinguish between 1.1.1.1)

### 3.1.2 Delineation of Responsibility

*The organization should have a written purpose for each organizational component and for the duties and responsibilities of each job assignment within each component, which should be available to all personnel.*

**Commentary:** To enhance coordination, all personnel should understand the responsibilities of each organizational component within the agency and be able to review up-to-date position descriptions of the duties and responsibilities of each job assignment. (See sec. 4.1.2.3)

At every level within the organization, personnel should be given the authority to make decisions necessary for the effective execution of their responsibilities. Each employee is accountable for the use of delegated authority, as well as for the failure to use it. *Management Manual, chp. 3 @ pp 50-53*

**Suggested Evidence of Compliance:** Provide a copy of the written purpose and indicate how distributed to personnel.



### 3.1.3 Administrative Manual

*There should be an administrative manual encompassing policies, rules and regulations, and standard operational procedures (SOPs) relative to programming, including fiscal forms, permits, uses of areas, charges and fees procedures, rentals, system of requisition, inventories, availability of material and supplies, and safety considerations.*

**Commentary:** A manual should be considered the repository of official organization policy (see 1.4.2), procedures, and rules and regulations, and new statements concerning policy, procedures, or rules and regulations should systematically be incorporated into the manual. The manual should be in a format that permits easy revision. Every supervisory employee should be issued an appropriate manual, and manuals also should be placed in accessible locations within the organization for easy reference by employees. Caution: be aware

that employee manuals do not become employee contracts. See your legal counsel. *Management Manual, chp. 3 @ pp. 53-55*

**Suggested Evidence of Compliance:** Provide a copy of the administrative manual.

## 3.2 Administrative Facilities

### 3.2.1 Administrative Offices

*There should be adequate administrative space and equipment.*

**Commentary:** The administrative offices should be accessible to the customers and include an adequate attractive reception area. There should be comfortable and attractive meeting rooms for planning purposes and in-service education, etc. by both professional staff and volunteers. There should be adequate office space for personnel with satisfactory work space, storage facilities, and filing cabinets. There should be a centrally located, up-to-date library for staff use and research. There should be an adequate, efficiently manned and controlled storage and distribution of all types of materials and supplies, and equipment. In smaller organizations, particularly, these administrative office functions might be in conjunction with other departments. *Management Manual, chp. 3 @ pp. 55-56*

**Suggested Evidence of Compliance:** Provide a check list of the types of space.

### 3.2.2 Support Services

*Adequate support staff and services should be provided to enable the professional staff to perform their appropriate functions.*

**Commentary:** Sufficient and appropriately skilled clerical and maintenance staff should be provided. Adequate support services, equipment, and materials, such as typewriters, computers and copiers, resource literature, and AV equipment, should be provided. For economy and efficiency, the professional personnel should be freed as much as possible from clerical, maintenance, and other sub-professional functions. *Management Manual, chp. 3 @ pp 56-57, chp.10*

**Suggested Evidence of Compliance:** Provide a listing of both support staff and services with qualitative annotation of adequacy.

## 3.3 Public Information, Community Relations, and Marketing



*There shall be a written statement regarding the role of public information, community relations, and marketing functions in the community.*

**Commentary:** Standards in this section relate to the establishment and maintenance of public information and community relations functions. *Management Manual, chp. 11*

**Suggested Evidence of Compliance:** Provide the written statement.

### 3.3.1 Public Information

*A written statement states that the organization is committed to informing the community and the news media of events within the public domain that are handled by or involve the organization and sets forth policies that govern what information should be released, when it should be released, and by whom it should be released.*

**Commentary:** To operate effectively, an Army organization must have the support of its military community. An organization can obtain such support by informing the public and news media of events that affect the lives of the military community. In short, the organization's policy should be one of sensitivity, openness and candor. By providing the news media and the community with information on organization administration and operations, a relationship of mutual trust, cooperation, and respect can be maintained. *Management Manual, chp. 11 @ pp. 413-416.*

To convey information an organization often relies on the news media. The information (primary facts) should be conveyed timely and accurately.

The public information function should include assisting news personnel in covering routine news stories, availability for responses to the news media, preparing and distributing organization news releases, and arranging for, and assisting at, news conferences.

The organization's written statement should address how the organization will handle potential situations in which the news media is interested in organization operations, as well as situations where the organization wishes to generate media interest.

**Suggested Evidence of Compliance:** Provide the written statement.

### 3.3.2 Community Relations

*The organization should be committed to establishing close ties with the community and responding to its needs, and to this end should establish a community relations plan.*

**Commentary:** The standard is formulated with the specific intent of identifying and addressing problems arising between the Army recreation organization and all segments of its service population. An organization should make use of the many community opportunities that exist in its jurisdiction and establish formal relationships with them. More importantly, the Army recreation organization should play an active role in organizing community groups where they do not exist. By establishing such links with the community, the Army recreation organization learns of issues and opportunities and respond to them before they become problems. By developing programs geared toward increasing the community's understanding of the activities and role of the organization, public confidence can be increased while lessening obstacles to implementing new programs. *Management Manual, chp. 11@ pp403-421.*



A statement of organization commitment serves a twofold purpose. First, it serves members of the military community that the organization is, in fact, concerned with meeting their needs. Second, it acts as an internal statement of policy that guides employees' conduct. Army recreation should establish direct contacts with the community, especially special interest groups and concerned individuals. Without "grass roots" community support, successful programming may be difficult to sustain. A well-organized community relations effort can act as an effective means of eliciting public support and can serve to identify problems in the making.

The community relations plan usually provides for the following: establishing contact with formal community organizations and other community groups; developing community relations policies for the organization; identifying training needs through interviews with customer representatives, consultations with those involved in internal investigations, and conferences with supervisors; and establishing community groups where such groups do not exist. Community relations programs established and activities conducted should be limited in scope only by the imagination and resourcefulness of those involved.

**Suggested Evidence of Compliance:** Provide the community relations plan.

#### 3.3.3 Coordinator

*There should be a person on the installation responsible for the public information and community relations functions.*

**Commentary:** The intent of the standard is to ensure that the organization has a point of control for information dissemination to the community and the media.

While it is recognized that each employee has the responsibility for promoting community relations, the intent of the standard is to vest the authority and responsibility for developing and coordinating the organization's community relations function in an identifiable position.

**Suggested Evidence of Compliance:** Identify the point of contact.

#### 3.3.4 Marketing *Management Manual, chp. 11 @ pp. 422-482*

##### 3.3.4.1 Marketing component functions, plans

*The organization should have the support of a marketing component with specified functions and a written plan, which includes annual evaluation of the whole marketing component.*

**Commentary:** Effective market research, planning, product development, strategies and objectives for delivering demand driven, high-quality services and activities contribute to successful recreation programs. Marketing is a process for accomplishing agency mission and objectives by developing, pricing, making accessible, and providing accurate and timely

information about recreational opportunities which satisfy the wants/desires of target publics/markets. *Management Manual, chp. 11 @ pp. 430-460*

philosophy

All Army recreation staff perform certain marketing functions; the scope depends on their size and mandate. Among the functions are user inquiry, development of an agency marketing

and marketing plan, and development of operational procedures and policy guidelines to implement that philosophy.

An annual evaluation of the marketing functions should include the following items: type of activity; location; time; date; objectives achieved, and actual cost. The position accountable for the marketing component of the organization should perform evaluations comparing the plans and the results of activities and meet regularly with operating units of the agency, neighborhood associations and other business/community groups to assess program needs and evaluate current programs. Marketing strategies should be evaluated against written marketing objectives.

**Suggested Evidence of Compliance:** Provide a copy of the written plan and latest evaluation.

#### 3.3.4.2 Marketing Research

*There should be a marketing research component in the marketing plan.*

**Commentary:** Marketing and the recreation organization should perform market research to determine community program needs/demands and supply analyses of the same; develop user-profiles and identify potential markets for the organization, conduct market tests of new programs; meet regularly with customers and potential customers to assess program needs and evaluate current programs. There should be dissemination of analytical reports to appropriate organizational units. *Management Manual, chp. 11 @ pp. 460-464*

**Suggested Evidence of Compliance:** Copies of collected and summarized research as described in the marketing plan.

#### 3.3.4.3 Position Responsibility

*A specific person should be designated to direct the marketing component.*

closely

**Commentary:** If possible, marketing functions should be the responsibility of a permanent position. This person works

with all organization units in developing, coordinating and implementing the agency marketing plan. *Management Manual, chp. 11 @ pp. 410-413, 458-459*

**Suggested Evidence of Compliance:** Identify point of contact.

#### 3.3.4.4 Quality Assurance

*Army recreation and marketing should monitor and evaluate the quality of its facilities, natural resources (areas), programs and services from the user's perspective.*

**Commentary:** Today's recreation users are increasingly discerning in terms of facility, program, and service quality. Failure to provide this quality will damage relationships with customers (users) and stakeholders, reduce potential revenues and increase ong-term operating costs. *Management Manual, chp. 11 @ pp. 467-477*

Park and recreation agencies must be sensitive to the issue of quality assurances and customer (user) relations. Customer relations and hospitality training are important elements of

quality

assurance, but are not enough by themselves, to guarantee quality recreation experiences. There must be total quality management. It consistency of effort and time to realize and continually improve quality. Quality assurance requires focused organizational decision-making, processes, and employee

efforts

toward meeting, and where possible exceeding, customer expectations.

The quality assurance program should include (a) objectives for improving the quality of specific facilities, programs, and services, (b) quality standards for facilities and service, (c ) and employee education.

A quality assurance program should be the responsibility of the administrator or designated personnel.

for

**Suggested Evidence of Compliance:** Describe procedures monitoring and evaluating.

#### 3.3.5 Periodic Report and Evaluation DNA

### 3.4 Management Information Systems, Including Records Management

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#### 3.4.1 Management Information Systems

*The organization shall have a management information system, including statistical and data summaries of organization activities, such as daily, monthly, and annual reports.*

**Commentary:** The management information system should provide reliable information to be used in management decision-making. This is important in predicting workload, determining manpower and other resource needs, and preparing budgets. Examples of data sources are program attendance, equipment and material inventories, work orders,

budget administration records. *Management Manual, chp. 10*

The administrative reporting system should provide management information on the activities of the organization. Properly designed administrative reports will reflect comparative data and trends on activities. An administrative reporting system is effective in insuring communications throughout the chain of command. An appropriate information system should include at least financial, personnel, and program records; property inventories; legal documents; and accident reports.

The monthly report should provide heads of organizational components an opportunity to account for the activities in their units during the previous month. Administrative matters may be discussed in the report, and comparative data on activities of the previous month, same month in the previous year, and year-to-date are valuable sources of management information. The monthly report may also permit the heads of organizational units to identify the objectives of their units for the next month.

The annual report may be a summary of the monthly reports. The report should provide comparative data and statistics and account for the activities of the organization.

**Suggested Evidence of Compliance:** Describe and provide evidence of use of management information systems in use at the installation; including at a minimum TLMS, SMIRF, FMBS, RecTrac! and other appropriate systems.

#### 3.4.2

##### Records Management

*Management Manual, chp. 10 @ pp 366-367.*

##### 3.4.2.1 Central records component

*The Army recreation organization should have a central records system, including records control, maintenance, and retention.*

**Commentary:** The central records function is important to the effective delivery of recreation services. Those records that are basic to meeting the management, operational, and information needs of the organization consistent with regulatory requirements.

*Management Manual, chp. 10 @ pp. 366-367*

**Suggested Evidence of Compliance:** Describe the central records systems with notations regarding the adequacy of the system.

##### 3.4.2.2 Handling of Funds

*There should be written procedures for handling funds by personnel.*

**Commentary:** The procedures should enhance security and accountability of all monies received by the organization, and include designation of persons permitted to receive money,

receipt procedures, accountability, security, and audits. Employees handling money should be bonded. Cross-reference 5.3.3.

**Suggested Evidence of Compliance:** Funds are to be accounted for in accordance with the AR 215 series regulations and all internal control regulations. Internal control plans/inspections are to be on file.

#### 3.4.2.3 Accident Reports

*There should be written procedures for accident and incident information collection and use of the accident or incident report.*

**Commentary:** Cross-reference to 8.2.3 and 9.6. There should be an accident report form, in addition to police, vehicle accident, or insurance reports, which includes identification information (who), specific location of accident (where), description of accident (what) in terms of action of injured and sequence of activity, what preventative measures the injured could have taken, procedures followed in rendering aid, and disposition. Data should be obtained in an appropriate manner to support planned and coordinated accident prevention programs within the organization.

**Suggested Evidence of Compliance:** Accident reporting will be in compliance with local and Department of the Army requirements. Standard operational procedures are to be on file.

#### 3.4.3 Program Service Statistics

*Appropriate program statistics should be maintained to plan, interpret, and evaluate the recreation program.*

**Commentary:** Appropriate records on individual participants and groups should be maintained in a form that lends itself to summarization to provide useful information, such as proportion of constituents receiving services; number of participants registered, number of groups and sessions, and the attendance; composition characteristics of the participants as well as the constituency, such as age, sex, cultural background, marital status, educational level, occupation, length of time in community; and effects of program on participants when measured, such as level of proficiency, learning of new skills, changes in behavior patterns, new interests expressed, etc. *Management Manual, chp. 10 @ pp. 367-368*

All records and reports should conform to such uniform and current methods of maintaining records and reporting data as may be developed from time to time within the professional field, so that data may be used for comparative information with other organizations.

**Suggested Evidence of Compliance:** Provide evidence of the types of program statistics maintained.

### ⇒ 3.5 Communications

*A communication system shall be established to insure the accurate and timely transfer of information, both internal and external.*

**Commentary:** An internal communications component within the organization communication both “upward” and “downward.” *Management Manual, chp. 3 @ pp. 57-60, chp. 10 @ 370-374*

An external communications component includes formal communications to higher levels of government, counterpart agencies, news media, and communications. Timely communications with external departments of government and outside agencies are crucial to success in cooperative efforts in meeting the needs of the community. Good communications with the appropriate news media are essential. the person or unit accountable for the communications function within the organization structure should be designated.

**Suggested Evidence of Compliance:** Describe communication system and provide examples of a variety of systems used.

### 3.6 Planning and Research

All Army recreation organizations perform certain planning functions. Among these are analyses of requests for services, development of an organization plan and budget recommendations, liaison with other planning agencies, and development of operational procedures and policy guidelines.

Standards in this section relate to planning and research capabilities within park and recreation agencies and to the proper organization and staff requirements to perform these functions. *Management Manual, chp. 5 @ p 118*

For additional standards, see 2.0 Planning and 10.0 Evaluation and Research.

#### 3.6.1 Function within Organization

*The organization should have planning and research functions with established responsibilities and functions.*

**Commentary:** Planning and research activities are essential to effective organization management. they may be performed by staff from various units or contracted to an outside professional consultant (planner or researcher). Complex demands for services and declining resources require that the recreation organization carefully research operational alternatives and plan future programs. *Management Manual, chp. 5 @ p.118*

Precise guidelines should be written to establish the parameters of planning and research tasks and responsibilities. This process will fix staff accountability and reduce misunderstanding.

**Suggested Evidence of Compliance:** Provide copy of responsibilities. Provide evidence of the planning and research activities.

#### 3.6.2 Personnel DNA

#### 3.6.3 Analysis of Operations

*There should be a semiannual analysis of operational activities, which includes the following items: type of activity, location, time, date, and is disseminated to affected organizational units.*

**Commentary:** The planning and research function should include periodic analyses or operations activities to facilitate accurate and timely decision making in the allocation or deployment of agency resources. *Management Manual, chp. 5 @ p. 118*

The opportunity for beneficial changes in the use of organization resources is facilitated by the dissemination of studies and information.

**Suggested Evidence of Compliance:** Provide the last two semiannual analyses and indicate to whom they were disseminated.

#### 4.0 HUMAN RESOURCES

*Management Manual, chps. 12 and 13*

##### 4.1 Employees

NOTE: Applicable Civil Service personnel policies as established by the Office of Personnel Management (OPM) and Army Regulation 215-3, Morale, Welfare, and Recreation, Non-appropriated Funds and Related Activities Personnel Policies and Procedures encompass many of the standards of this section and provide the requested evidence of compliance.

##### ⇒ 4.1.1 Recreation Coordinator

*There shall be a professionally-qualified administrator who is responsible to the managing authority for the management, direction, and control of the operations and administration of the organization, and who shall have authority to perform such responsibilities.*

**Commentary:** The administrative or executive function is accomplished by the Recreation Coordinator of the organization. The recreation coordinator will direct the programs and operations functions inherent in the Army's Recreation Delivery System (RDS). It is desirable that the Recreation Coordinator be a Certified Leisure Professional. *Management Manual, chp. 13 @ pp. 535-543*

**Suggested Evidence of Compliance:** Provide name and professional qualifications of the current Recreation Coordinator as well as a copy of the position description. Evidences of "professionally qualified" include: (1) Certified Parks and Recreation Professional (CPRP), (2) four-degree in parks and recreation or related field, (3) four-year college degree, five years professional experience in parks and recreation, (4) more than five years of professional experience. Involvement in professional park and recreation organizations is highly desirable.

##### 4.1.2 Staffing

##### ⇒ 4.1.2.1 Competent staff

*The organization shall employ professional staff qualified to develop and operate programs and services.*

**Commentary:** A “two-team” approach reflecting a Programs team and an Operations (facilities) team should be established under the RDS premise. Competent professional leadership should be employed to carry out the recreation mission with each individual delegated the authority commensurate with the assigned tasks. Staff should be qualified for the job positions established under the RDS concept.

**Suggested Evidence of Compliance:** List professional staff with the responsibilities and qualifications to carry out such responsibilities.

#### 4.1.2.2 Supervision

*There should be constructive and effective supervision of all personnel to help them improve program, grow professionally and interpret program to the community.*

**Commentary:** Supervision should be an on-going and systematic process and not just available when a problem occurs.

Note: specific staff requirements in other standards, e.g., 2.3.2.4 planning, 3.3.3 public information/community relations, 3.3.4.3 marketing, 3.6.2 planning and research, 9.2 risk management, 10.3 evaluation.

**Suggested Evidence of Compliance:** Provide the evidence of a systematic process for supervising personnel.



#### 4.1.2.3 Job analyses

*A written job analysis for all positions shall be maintained on file and shall include, at a minimum:*

- *duties, responsibilities, and tasks of each position; and*
- *minimum level of proficiency necessary in the job-related skills, knowledge, abilities, and behaviors.*

**Commentary:** A job analysis for recreation specialists detailing the knowledge, skills and abilities needed for recreation positions is found in the Army Civilian Training, Education, and Development System (ACTEDS) Plan. *Management Manual, chp. 13 @ pp. 543-545*

A comprehensive job analysis includes both the position description (title, line of authority, scope and range of authority; duties, functions, responsibilities; and amount and kind of supervision exercised and received), and job specifications or qualifications (education, certification or registration, experience, competencies, special skills, et al.)

**Suggested Evidence of Compliance:** Provide copy of Career Field 51 (MWR) ACTEDS Plan. Job analysis on file.

#### 4.1.3. Recruitment and Selection

##### 4.1.3.1. Recruitment Process



*There should be a comprehensive and aggressive recruitment and selection program to secure qualified personnel.*

**Commentary:** Recruitment of qualified personnel for recreation positions is conducted at the installation for positions below a certain “grade level” and through use of a central referral program (Army-wide solicitation of applicants in a program managed at Headquarters, Department of the Army) for “managerial” positions. Use of college internship programs to introduce Army recreation career opportunities and a management trainee program which recruits (as needed) college graduates into the MWR workforce are examples of efforts to secure qualified personnel. Applicable rules for personnel recruitment are covered in Army regulations. *Management Manual, chp. 12 @ pp 498-503*

**Suggested Evidence of Compliance:** Copies of applicable personnel recruitment and selection criteria set forth in Army regulations.

#### 4.1.3.2 Equal Employment Opportunity

*There should be a written policy regarding equal opportunity for all employment practices and evidence that it is being implemented.*

**Commentary:** The Equal Employment Opportunity Act of 1972 applies to Army recreation activities conducted at Army installations and military communities. It is common to find an Installation or Military Community Affirmative Action Plan, which mandates the Commander’s EEO statement setting the EEO policy to be followed in the command. *Management Manual, chp. 12 @ pp. 491-498*

**Suggested Evidence of Compliance:** Provide a copy of the Commander’s Policy for Equal Employment Opportunity.

#### 4.1.3.3 Selection process

*There should be a manual that describes all components of the selection process.*

**Commentary:** The Army recreation personnel system relies upon selection policies covered under Civilian Personnel rules and Army regulations. Even though some position vacancies might be subject to “central referral” for the preparation of the placement list, the ultimate responsibility remains with the “selecting official” at the Installation or Military Community. *Management Manual, chp. 12 @ pp. 503-511*

**Suggested Evidence of Compliance:** Provide a copy of the regulations applicable to the personnel selection process.

#### 4.1.3.4 Background investigations

*Personnel hiring should include procedures for background investigation prior to appointment, including:*

- *the verification of a candidate’s qualifying credentials;*
- *a review of a candidate’s civil and criminal record, if any;*

- *verification of at least three personal references of the candidate; and*
- *particular attention to drug and child/adult abuse record.*

**Commentary:** Applicants for employment are subject to a National Agency Check. An in-depth investigation (“Questionnaire for Public Trust Positions”), which initiates a background investigation, may be required for certain positions. *Management Manual, chp. 12 @ pp. 509-510*

**Suggested Evidence of Compliance:** Provide copy of procedures, examples and status of background checks.

#### 4.1.4 Management Policies and Procedures



##### 4.1.4.1 Personnel manual

*There shall be written policies which govern the administration of personnel procedures for both professional and nonprofessional employees and are reviewed annually.*

**Commentary:** Civilian personnel and Army regulations establish procedures covering all aspects of personnel administration. Organizations follow these procedures and often supplement them with local requirements which are provided to employees. *Management Manual, chp. 13 @ 548-549*

**Suggested Evidence of Compliance:** Provide copy of procedures and any local supplements.

#### 4.1.4.2 Professional considerations



##### 4.1.4.2.1 Code of conduct (ethics)

*There shall be a statement of personnel (Installation or Military Community) responsibility or role in politically sensitive issues as related to the Army recreation system, business dealings with other entities, interrelationships with other organizations and agencies, and interactions with participants.*

**Commentary:** Army recreation employees are held to the standards of ethics implicit in government employment. A “standards of conduct” statement is normally issued by the Installation or Military Community Commander stressing the importance of such ethical conduct. *Management Manual, chp. 3 @ 62-64, chp. 13 @ pp. 557-558.*

**Suggested Evidence of Compliance:** Provide a copy of the code of conduct.

4.1.4.2.2

Professional organizations

*Professional Army recreation personnel should be active members of their professional organizations.*

**Commentary:** Army recreation specialists are encouraged to be active members of professional organizations. *Management Manual, chp. 13 @ pp. 557*

**Suggested Evidence of Compliance:** Provide a list of personnel who belong to and participate in membership activities of professional associations.

4.1.4.3 Compensation, benefits, conditions of work

4.1.4.3.1

Compensation (salaries and wages)

*There should be a written compensation program, which is reviewed annually. There should be equity of compensation among units within the Army RDS process.*

**Commentary:** Compensation for recreation personnel may come from either appropriated (taxpayer-sourced) or non-appropriated (soldier-dollar-sourced) funds. Pay is based on results of a position classification system which focuses on the duties or responsibilities of the job. Rules for compensation are governed by civilian personnel or Army regulations. *Management Manual, chp. 12 @ pp 511-515*

**Suggested Evidence of Compliance:** Provide copy of rules covering compensation of recreation employees.

4.1.4.3.2

Fringe benefits

*There should be a written fringe benefits program.*

**Commentary:** Employee benefits ranging from leave and health insurance to the retirement program are all addressed within civilian personnel rules and the Army employment benefits package. *Management Manual, chp. 12 @ pp. 515-518*

**Suggested Evidence of Compliance:** Provide a copy of employee benefits material.

4.1.4.3.3

Conditions of work

4.1.4.3.3.1

Physical examination

*There should be a written policy governing the provision of physical examinations for employees.*

**Commentary:** Job classification procedures can identify any physical requirements necessary for the acceptable performance of a job. Once the physical standard for actual performance has been met, no physical examination requirement (beyond any initially established) is mandated. "Reasonable accommodation" is the standard used for those individuals with disabilities.

**Suggested Evidence of Compliance:** Provide copy of applicable civilian personnel policy and Army regulations.

4.1.4.3.3.2

Health and physical fitness

*There should be a program which enhances general health and physical fitness of employees.*

**Commentary:** The facilities and programs of the Army recreation system are open on a space available basis to civilian employees. All within the scope of recreation employment are encouraged to seek a state of physical fitness commensurate with satisfactory performance of job responsibilities.

**Suggested Evidence of Compliance:** Provide copy of installation and military community policies stating "use" criteria for fitness and wellness

programs available for civilian employees.

#### 4.1.4.4 Training, career development

##### 4.1.4.4.1 Orientation program

*There should be an orientation program for all personnel employed by the Installation or Military Community.*

**Commentary:** All new government employees are “in-processed” and provided an orientation to the policies and procedures involved in employment. *Management Manual, chp. 13 @ pp. 545-548*

**Suggested Evidence of Compliance:** Provide a copy of current orientation program.

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##### 4.1.4.4.2 On-the-job training

*There shall be an on-the-job training program which is evaluated, updated, and revised annually.*

**Commentary:** On-the-job training is a recognized part of an employee’s training plan, especially for new job responsibilities. Army recreation specialists are provided access to required MWR training both on-site and at the central training facility to provide for their continued professional development. Training is identified in the ACTEDS plan. *Management Manual, chp. 13 @ pp. 534-536*

**Suggested Evidence of Compliance:** Provide copy of Career Field 51 (MWR) ACTEDS Plan, IDP & proof of training.

##### 4.1.4.4.3 Career development

*There should be a program of career development (and self-improvement) based on needs of individual employees, including the responsibilities of employee and employer.*

**Commentary:** The career development plan for Army MWR employees is based on the Army Civilian Training, Education, and Development System

(ACTEDS) Plan. The employee development program should include availability of periodicals, books, and other resource materials; attendance at conferences, workshops, and clinics; staff seminars and study groups; in-service education program of a specific sequence and content; encouragement of correspondence courses and academic work; visitation to other programs. *Management Manual, chp. 13 @ pp. 556-557*

**Suggested Evidence of Compliance:** Provide copy of the opportunities with the Career Field 51(MWR) ACTEDS Plan, IDP & proof of training.

#### 4.1.4.5 Performance evaluation

*There should be a sound and systematic procedure for annual appraisal of job performance.*

**Commentary:** Rules concerning annual employee appraisals are contained in applicable Army regulations. Such personnel evaluation should be utilized for the development and improved quality of the individual's performance on the job, as well as a basis for promotion, monetary increments, and dismissal. Evaluation should be a continuing process of which the annual review is a summary. Evaluation instruments should be utilized in addition to evaluation interviews and general comments. Although evaluation is a day-by-day process, there should be periodic specific reviews with the employee, including at the end of the probationary period, at the end of a specific assignment, and annually. An employee's record should include a written annual evaluation. *Management Manual, chp. 13 @ 549-554, 578-586*

**Suggested Evidence of Compliance:** Provide a copy of procedures and any local supplements and representative, sanitized copies of completed performance evaluations.

#### 4.1.4.6 Promotion

*There should be a written statement defining the promotion process.*

**Commentary:** The promotion process is based upon applicable Army regulations. Some jobs can be filled directly at the Installation or Military Community level, while others are subject to creation of a central referral listing (although selection will occur at the local level).

Advancement is based on the merit promotion system and on competition.

**Suggested Evidence of Compliance:** Provide a copy of applicable procedures and any local supplements.

#### 4.1.4.7 Disciplinary action, appeals, and grievances.

##### 4.1.4.7.1 Disciplinary Action

*There should be a disciplinary system related to the code of conduct and performance evaluation.*

**Commentary:** The system should specify the conduct expected of employees, and particularly identify prohibited employee behavior. Prohibitions should be specific, whereas approved behavior may be stated in general terms (e.g., courtesy, punctuality). The code of conduct may be in the form of rules and regulations.

The components of the disciplinary system should identify the methods to be applied to individual conduct in the interest of discipline. The system should be based on fairness to the employee and the organization and should stimulate employee morale and motivation. *Management Manual, chp. 12 @ pp. 518-522, 524-525.*

**Suggested Evidence of compliance:** Provide a written copy of the local disciplinary policy, the policies and [procedures and how they are made known to all employees.

##### 4.1.4.7.2 Appeals and grievances

*A grievance procedure should be available to all employees.*

**Commentary:** Procedures are established by Army regulations. *Management manual, chp. 12 @ pp. 521, 523*

**Suggested Evidence of compliance:** Provide evidence that applicable procedures and local supplements are available and provided to employees.

#### 4.1.4.8 Termination of employment

*There should be policies and procedures for termination of employment*

**Commentary:** Cross-reference 4.1.4.1 Personnel manual.

**Suggested evidence of compliance:** Provide copy of termination policies and procedures, and indicate how they have been made known to employees.

## 4.2 Volunteers

There are many values and benefits to utilization of volunteers, in addition to supplementing leadership when there are budgetary resource shortages. Volunteers are an excellent public relations medium in their interpretation of the programs and services. They can provide excellent expertise in given areas and may be able to relate better to certain clientele. However, for most effective use, there must be conscious "management," and many of the practices applicable to paid personnel and the same as for volunteers. The standards in this section set forth some of the desirable practices and, certainly volunteering as a leisure pursuit should not be overlooked. *Management Manual, chp. 13 @ pp. 561-565*

### 4.2.1 Utilization

*Volunteers should be utilized by the Installation or Military Community for functions such as program leadership, financial drives and fiscal management, public relations and promotion, clerical services, advisory councils, etc.*

**Suggested Evidence of compliance:** Provide list of functions in which volunteers are utilized and the extent of such utilization.

### 4.2.2 Recruitment, Selection, Orientation, and Retention

*There should be an on-going recruitment, selection, orientation and retention program for volunteers.*

**Commentary:** Background investigations should be done (see 4.1.3.4): in some states finger printing is required)

**Suggested Evidence of compliance:** Provide description of recruitment, selection, orientation and retention procedures.

### 4.2.3 Supervision and Evaluation

*Volunteers should be given supervisory visits and conferences, as well as in-service training, and be evaluated regarding performance.*

**Suggested Evidence of compliance:** Provide written description of the current practices for visits and conferences and in-service training.

### 4.2.4 Recognition

*There should be a program of recognition for volunteers.*



**Suggested Evidence of compliance:** Provide description of the nature of recognition given, including awards and public recognition.

#### 4.2.5 Liability

*Volunteers should be covered for negligence liability by the Installation or Military Community.*

**Suggested Evidence of compliance:** Provide copy of documentation indicating coverage.

#### 4.3 Consultants and Contract Employees

*Consultants and contract employees may be utilized for special functions.*

**Commentary:** Any consultants or contract employees working for the RDS are subject to applicable Army regulations. *Management Manual, chp. 13 @ pp. 565-566*

**Suggested Evidence of compliance:** Provide a copy of applicable regulations concerning use of consultants and contract employees.

### 5.0 FINANCE (FISCAL POLICY AND MANAGEMENT)

*Management Manual, chps. 14 and 15*

#### 6.9 Fiscal Policy

⇒ *Fiscal policies setting guidelines for management and control of appropriated and non-appropriated fund support to recreation, operating expenditures, and capital requirements shall be set forth clearly in writing, and the regulatory authority must be clearly established.*

**Commentary:** The legal basis for providing recreation programs is founded in 10 U.S.C. 3010 (b)(1). Regulatory guidance is applicable department-wide. Army local or major command guidance, therefore, must comply with higher authorities. *Management Manual, chp. 14 @ 589-620*

**Suggested Evidence of Compliance:** Reference materials AR 215-1, DODI 7000.14, Annual NAF Budget Letter of Instructions. Provide copies of installation and major command supplements to HQDA guidance.

#### 5.1.1 Appropriated and Non-appropriated Fund Support

*There should be clear policy on the circumstances for which appropriated and non-appropriated funds may be used to support operating and capital requirements.*

**Commentary:** Recognition should be given to the type of service being performed, revenue generating capability, and policy on fee structure. *Management Manual, chp. 14 @ pp.604-611*

**Suggested Evidence of Compliance:** Reference annual Army NAF Budget Guidance, AR 215-1, and Installation Business Plan. Provide

policy on local fees and charges, rationale and evidence that installation staff is ensuring proper application of appropriated and non-appropriated funds to the right expenditures.

## 5.2 Fiscal Management

⇒ *There shall be written procedures for fiscal management of the recreation program.*

Note: Non-appropriated funds are government funds entitled to the same protection as funds appropriated by the Congress of the United States. There is an individual fiduciary responsibility to use NAFs properly and prevent waste, loss, mismanagement, or unauthorized use. Reference 10 USC 2490a.

**Suggested Evidence of Compliance:** In addition to citing appropriate sections of Army regulations, provide any local or major command guidance relating to fiscal controls over appropriated and non-appropriated funds.

### 5.2.1 Personnel

*The installation shall identify individuals having authority and responsibility over the fiscal management of recreation.*

**Commentary:** Although the commander is ultimately responsible for all fiscal matters on the installation, there must be a clear understanding on the delegation of authority for management of fiscal responsibilities. Further, the proper internal controls must be in place and routinely evaluated.

**Suggested Evidence of Compliance:** Reference the Army's Internal Control Program, DODI 7000.14, and AR 215-1. Provide a copy of the installation's structure for management of appropriated and non-appropriated funds supporting recreation. Provide any local or MACOM supplements to regulations, position guides and job standards.

### 5.2.2 Fiscal Standards

*The Department of Defense and the Department of the Army have established fiscal standards for recreation programs. Management Manual, chp. 14 @ pp. 616-620.*

**Suggested Evidence of Compliance:** Provide copies of budgets and financial reports depicting compliance with standards.

### 5.2.3 Purchasing Procedures

*Management Manual, chp. 14 @ pp. 620-623*

#### 5.2.3.1 Requisition procedure

*There should be written procedures for the requisition and*

*purchase of equipment and supplies to include, at a minimum:*

- specifications for items requiring standardized purchases;
- bidding procedures; and
- criteria for the selection of vendors and bidders.

**Commentary:** The intent of the standard is to establish formal procedures for controlling the requisitioning and purchasing of organization supplies and equipment. The standard may be satisfied through evidence of the use of a purchasing procedure in general use by the governing entity, providing the conditions included in the standard are met. *Management Manual, chp. 14 @ pp. 620-622*

**Suggested Evidence of Compliance:** Provide a copy of procedures.

#### 5.2.3.2 Emergency purchase or rental/lease procedures

*There should be written procedures for emergency purchasing or rental agreements for equipment.*

**Commentary:** Emergencies often require the purchase or rental of additional or more sophisticated equipment. Procedures are necessary to outline the methods for securing or procuring such equipment in a swift and efficient manner. *Management Manual, chp. 14 @ p. 622*

**Suggested Evidence of Compliance:** Provide a copy of procedures.

### 5.3 Accountability

*Management Manual, chp. 14 @ pp. 590-591, 624-635*

⇒ *The installation's recreation program shall use a standard accounting system providing a clear audit trail on the sources and uses of appropriated and non-appropriated funds.*

**Suggested Evidence of Compliance:** Provide a description of the accounting system

#### 5.3.1 Monthly Status Reports

**Commentary:** While the Defense Finance and Accounting Service provides for the accounting function department wide, it is imperative managers have a clear financial presentation of the recreation services. *Management Manual, chp. 14 @ pp. 625, 627*

**Suggested Evidence of compliance:** Provide a copy of the cash flow monthly reports for both appropriated and non-appropriated funds for the last three monthly reports.

#### 5.3.2 Control Personnel and Budget Authorization Controls

*There should be written procedures for maintaining control over personnel in relation to budget authorizations.*

**Commentary:** The intent of the standard is to establish controls on the number and type of positions filled and vacant at any time to ensure that persons on the payroll are legally employed and that positions are in accordance with budget authorizations. *Management Manual, chp. 14 @ pp. 625-629*

**Suggested Evidence of Compliance:** Provide personal authorization documents and copy of procedures.

#### 5.3.3 Procedures Relating to Cash

*There should be procedures used for collecting, safeguarding, and disbursing cash, to include, at a minimum:*

- maintenance of an allotment system, if any, or records of appropriations among organizational components;
- preparation of financial statements;
- conduct of internal services; and
- persons or positions authorized to accept or disburse funds.

**Commentary:** Formal fiscal control procedures enable the installation to establish accountability, to comply with funding authorizations and restrictions, to ensure that disbursements are for designated and approved recipients and, more importantly, to alert management to possible problems requiring remedial action. Cross-reference 3.4.2.2. *Management Manual, chp. 14 @ PP. 629-630.*

**Suggested Evidence of Compliance:** Provide copy of procedures, cite appropriate HQDA regulations.

#### 5.3.4 Monitoring Fiscal Activity (Non-Cash)

*There should be written procedures for conducting internal monitoring of recreation department's noncash fiscal activities.*

**Commentary:** The intent of the standard is to provide continuous monitoring of the fiscal activities, such as fixed assets, inventory control, et al. Internal monitoring provides pertinent information for determining whether established internal control procedures are being administered effectively and for evaluating the performance of staff responsible for fiscal management functions. *Management Manual, chp. 14 @ pp. 631-634; chp. 15 @ pp. 700-706*

**Suggested Evidence of Compliance:** Provide copy of procedures.

#### 5.3.5 Independent Audit

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### 5.4 Budgeting Procedures *Management Manual, chp. 15.*

#### 5.4.1 Budget Preparation, Presentation and Adoption

⇒ *There shall be annual operating and capital improvements budgets, including both appropriated and non-appropriated funds. Management Manual,*

chp. 15 @ pp. 678-700

**Suggested Evidence of Compliance:** Provide a copy of the annual operating and capital improvements budgets for appropriated and non-appropriated funds.

#### 5.4.1.1 Coordinated Budget Preparation

*The recreation budget must be the fiscal translation of the installation's plan to meet MACOM and Army strategic plans. Management Manual, chp. 15 @ pp. 667-674*

Suggested Evidence of Compliance: Provide copies of installation, business plan budget and show evidence of crosswalk to Installation, MACOM and Army Strategic Action Plan.

#### 5.4.2 Budget Implementation

##### 5.4.2.1 Budget Control

*There should be procedures for firm budget control within recreation department including allotment system, accounting system, frequent reporting of revenues and expenditures and continuous management review through staff reports and meetings. Management Manual, chp. 15 @ pp. 700-706*

**Suggested Evidence of Compliance:** Provide copy of procedures and practices for budget control.

#### 5.4.3 Inventory, Fixed Assets

##### 5.4.3.1 Inventory Control

*There should be written procedures for inventory control of recreation property, equipment, and other assets.*

**Commentary:** Inventory controls are intended to prevent losses and unauthorized use, and to avoid both inventory excesses and shortages. Complete records should be maintained for all property, equipment, and other assets. Reference 5.3.3. *Management Manual, chp. 14 @ pp. 623*

**Suggested Evidence of Compliance:** Provide copy of procedures.

### 6.0 PROGRAM AND SERVICES MANAGEMENT *Management Manual, chp. 7*

#### ⇒ 6.1 Program/Service Determinants

*The program and service provided shall be based on:*

- *non-facility based programming*
- *constituent needs*
- *community opportunities*
- *more effective use of facilities*

- *experience desirable for clientele*

**Commentary:** A professional, systematic and studied approach should be taken in determining what programs and services should be provided by the Army. The public entity is not isolated, but other opportunities in the community, the particular needs of the targeted constituencies, and the Agency's own goals must be specifically a part of the consideration for programs and services selected. See also Commentary in sections 6.1 through 6.8. *Management Manual, chp. 5 @ pp. 106-111; chp. 6 @ pp. 132-144; chp. 7 @ pp 176-180, 187-196,*

"We are the first choice of America's Army for providing recreation opportunities." The RDS is designed to provide integrated and efficient customer-driven recreation programs that increase patron opportunities, in a cost-effective manner, through better utilization of facilities while incorporating non-facility bound programming and unit outreach.

**Suggested Evidence of Compliance:** Provide written statement that the five determinants have been used in planning for programs and services.

#### 6.1.1 Participant Involvement

*Development of program should involve the customers.*

**Commentary:** Customers should have involvement in (a) planning, through such means as ad hoc committees, questionnaires; (b) conducting activities, such as serving as volunteers, recreation aides for special group services, judges for contests; (c) coaches, scout leaders, team sponsors, special project patrons; and, (d) policy recommendation through citizen advisory committees at both installation and community-wide levels. *Management Manual, chp. 7 @ pp. 186—187, 213*

**Suggested Evidence of Compliance:** Evidence of a process for using customer input in programs development, delivery and evaluation.

#### ⇒6.2 Nature of Services/Program Delivery

*Services/programs shall be delivered in a variety of ways, such as: directed and self-directed programs, outreach, user services, rentals, etc.*

**Commentary:** To appropriately service the customers, it is essential that the service/programs be made available through various program formats and delivery approaches, as indicated in the four subsections. *Management Manual, chp. 7 @ pp. 180-187, chp. 6 @ pp. 130-134*

**Suggested Evidence of Compliance:** Provide a list of ways in which services are delivered.

#### 6.2.1 General Supervision

*The program should provide for self-directed recreation opportunities.*

**Commentary:** Areas, facilities and equipment should be provided for customers self-directed activities for individuals and groups. Examples: picnic facilities, tennis courts, computer games, TV and music rooms, self-guiding nature and fitness trails, and a variety of open recreation opportunities. *Management Manual, chp. 7 @ pp. 182-183*

**Suggested Evidence of Compliance:** Provide a list of opportunities available under general supervision.

#### 6.2.2 Directed Programs

*The program should provide recreation opportunities with directed involvement, including skills instruction.*

**Commentary:** Examples: skills instruction classes, in unit-level sports, and automotive diagnostics, computer classes, and personal fitness training. *Management Manual, chp. 7 @ p. 183*

**Suggested Evidence of Compliance:** Provide a copy of brochure, newspaper advertisement or other promotion materials indicating opportunities.

#### 6.2.3 Facilitator

*Services should be provided to individuals and small groups of individuals to stimulate and assist them to operate independently.*

**Commentary:** Special Interest Groups. A group wishes to start a community theater organization; the MWR staff may help initially by providing a meeting place and some administrative support if needed; eventually the organization will become self-sustaining. The group may want to be an affiliate of the organization, but for the most part it would conduct all of its own affairs. Demonstration projects may be utilized for this purpose. *Management Manual, chp. 7 @ p. 183*

**Suggested Evidence of Compliance:** List groups which your organization has assisted in this manner.

#### 6.2.4 Services/programs for a Fee

*Services/ programs may be offered for a fee to augment basic recreational opportunities.*

**Commentary:** Cross-reference to fiscal policies 5.1.1.

will  
Not all services can be offered without a charge, but to offer services for a fee greatly augment the recreational opportunities. Services for a fee may include such as: use of picnic pavilion, ice skates and skis, boats, videos, safety equipment; programs, e.g., instruction and theater production. *Management Manual, chp. 7 @ p. 218*

**Suggested Evidence of Compliance:** Provide installation policy for fees and process for modification.

### ⇒ 6.3 Objectives

*There shall be specific objectives established for each activity.*

**Commentary:** The statement of objectives should (a) be written; (b) cover all activities; (c) be reviewed at each fiscal year's or season's program and used as an evaluative tool at the end; (d) be prepared in consultation with appropriate

groups, such as participant councils, planning committees, supervisory personnel, recreation leaders; (e) be specific and realistic in terms of what the program is supposed to do for the participant; not a statement of general values; and (f) be based on the organization's philosophy and goals; (g) include rationale for method of delivery. *Management Manual, chp. 6 @ pp. 147-149, chp. 7 @ pp. 187, 196-208.*

Reference 4.2 and 4.3. Specific objectives are statements of the desired outcomes for the participants. These objectives are a refinement of how the goals become realized through programs. They tell you exactly what you seek to accomplish through each aspect of the program.

Objectives should be written in terms of what the program or services is supposed to do for the participants. Frequently, such objectives are written as general values to the individual, such as "develop desirable personality traits" or "improve the mental and physical health." While there is a place for this type of generalization, for objectives to be meaningful, they should be more specific as to the actual function of the program or service. Only in so stating can objectives be used for evaluation purposes.

One should be cautioned that objectives not be confused with organizational intent. For example, an organization may say that the objectives of its sports program includes providing a year-round program, a diversified activity for all ages, a program for varying levels of skill. These are not outcomes for participants, but rather the manner in which the organization will offer the activity--year-round, several different sports, programs for different age groups and different skill levels. This method of evaluating a program which asks "Do we have a variety of sports for all ages for all skills during the whole year? Rather than "Do the sports meet the various needs of individuals?

**Suggested Evidence of Compliance:** Provide written objectives for each program or service.

#### ⇒ 6.4 Outreach

*The activities shall be available to all cultures and authorized populations resident of and visitors to the community.*

**Commentary:** Not only must there be compliance with state and federal laws affecting a participation in program and services, but also attention must be given to providing for the leisure needs of special populations, including retirees, single parents, single soldiers, physically and mentally handicapped, et al. *Management Manual, chp. 7 @ pp. 213-214*

Availability should be construed as being accessible (location and transportation), affordable (money), and within the capabilities of individuals (e.g., skill).

Outreach should include programs and service installation-wide and regional, neighborhood services, economic levels, co-sponsorship with others, and guests as well as authorized users.

Consideration should be given to mobile equipment such as bookmobiles, theaters and facilities which can meet the changing needs of customers and be used for experimental programs.



**Suggested Evidence of Compliance:** Provide maps identifying neighborhoods and locations of outreach activities.

⇒ 6.5 Scope of Program Opportunities

*The organization's activities shall provide opportunities based on customer interests for various levels of proficiency, socio-economic levels, racial and ethnic backgrounds, ages and gender in accordance with the organization's mission statement.*

**Commentary:** This standard should take into consideration the total community offerings it does not mean that each installation recreation organization must offer in programs at all levels of proficiency for all ages and sexes all the year around. The community inventory is essential. Some opportunities may be offered by other off-post community leisure-time agencies, both private and public. Also, all opportunities do not have to be available at the same time – there may be a 2-3 year rotational plan and seasonal considerations. *Management Manual, chp. 7 @ pp. 183-186.*

Opportunities for levels of proficiency may be made by offering skills instruction, clubs, leagues, tournaments, etc., for different levels of ability. This standard of skill proficiency is for the cultural arts as well as the physical skills.

In offering opportunities from each of the programs, there should be special consideration given to those which emphasize appreciation and understanding, as well as skills development.

Adequate opportunities must be available to persons of all races, creeds and colors, as well as ages and gender, and regardless of physical or mental disability or economic level.

**Suggested Evidence of Compliance:** Provide a matrix or listing of programs, indicating offerings for various levels of proficiency and different ages and why they are offered.

⇒ 6.6 Selection of Activity and Program Content

*The selection of activity content, specific programs, and opportunities shall be based upon an understanding of individual differences and the culture of the community.*

**Commentary:** There should be a definite plan of progression for programs based upon the abilities of the participants and upon good educational practices. Conduct of programs should provide for individual differences of interests, abilities (mental, social, physical), background experiences, etc. Programs selected should be suited to and contribute toward fulfillment of the basic physical, emotional, social, developmental, and intellectual requirements of all individuals. Unique socio-economic characteristics of different sections of the community should be identified and related to the selection of programs. In selecting activities, local resources and cultural characteristics should be capitalized upon. *Management Manual, chp. 7 @ pp. 177*

**Suggested Evidence of Compliance:** Provide representative sample of activities

and describe how individual and cultural interests were considered.

#### ⇒ 6.7 Types of Participation

*The organization shall use a variety of program formats to maximize participation.*

**Commentary:** Encompassed in recreation opportunities should be those in which an individual may participate alone, such as walking, painting, reading; program opportunities should include individual participation such as bridge, tennis, music ensembles; and those for which a nominally small group and large group is required for satisfaction, such as folk dancing, community singing, some spectator events. *Management Manual, chp. 7 @ pp. 186-187.*

**Suggested Evidence of Compliance:** Provide a representative listing of recreation opportunities indicating the range and nature of involvement opportunities.

#### 6.8 Education of Leisure

*There should be a plan of education for leisure.*

**Commentary:** The education for leisure program should be a continuous and operational process designed to teach the general customers about the use of leisure time, emphasizing the benefits of recreation. *Management manual, chp 7@ pp. 208-211*

**Suggested Evidence of Compliance:** Provide evidence of a process to educate for leisure.

#### 6.9 Program evaluation

*Program evaluations, based on stated program objectives, shall be conducted systematically and regularly.*

**Commentary:** Program evaluations should be an integral part of the program planning process. They should clearly document the extent to which objectives are met. Cross-reference 10.1. *Management manual chp. @ pp. 160-166, chp. 7 @ pp. 218-219.*

**Suggested evidence of compliance:** Provide completed copies of various program evaluations with analyses.

### 7.0 FACILITY AND LAND USE MANAGEMENT

#### 7.1 Development of Lands

*There should be a written five-year land development policy and procedures for development of park and recreation lands and facilities.*

**Commentary:** The need and use of areas and facilities in relation to the current program goals of the organization should be reviewed annually. The review should reflect a concern for optimum usage and coordination with the total area and facility resources of the installation. Open space and design standards should be considered. *Management Manual,*

chp. 9 @ pp. 296-302

**Suggested Evidence of Compliance:** Provide a copy of policy and procedures.

⇒ 7.2 Operation Management

*There shall be a written maintenance and operations plan for management of the organization's recreational areas, facilities, and equipment.*

**Commentary:** Parks and portions of large parks should be identified according to the intended use of the area, ranging from heavily used and highly developed areas to the large meadows and wooded vistas that act as buffer zones and provide some sense of solitude. Each of these areas can be assigned an appropriate set of maintenance standards including both recommended frequency and acceptable quality. See NRPA publications, Park Maintenance Standards (1986). Management Manual, chp. 9 @ pp. 324-350

**Suggested Evidence of Compliance:** Provide a copy of the current management plan.

7.3 Facilities Management

7.3.1 Legal Requirements

*There should be a regular review of legal requirements related to facilities, such as licenses, sanitary regulations, fire laws, and safety measures, and inspections.*

**Commentary:** Special attention is needed for specialized recreation activities such as: swimming pools, outdoor recreation areas and high adventure equipment. Management Manual, chp. 9 @ pp. 304-307

**Suggested Evidence of Compliance:** Provide date of last review and inspections.

7.3.2 Building Security Plans

*A security plan should be developed for each building and facility. Annual review and inspection should reflect all changes.*

**Commentary:** Security plans should include alarm systems, key and lock systems and assignments, secure storage facilities, especially with cleaning supplies, pesticides, or other hazardous materials. Management Manual, chp. 9 @ pp. 307-313

**Suggested Evidence of Compliance:** Provide copy of last annual review of plan and inspection of facilities.

7.3.3 Preventive Maintenance

*There should be a preventive maintenance program, including regularly scheduled systematic inspections and careful safety checks, for the organization.*

**Commentary:** Special attention should be given to playground equipment, swimming pools, pedestrian ways, etc. *Management Manual, chp. 9 @ pp. 329-331.*

**Suggested Evidences of Compliance:** Provide a copy of the programs, including inspection schedules.

#### 7.4 Fleet Management

*There should be a fleet management plan, including inventory and maintenance schedule, for all vehicles and other major equipment.*

**Commentary:** Regularly scheduled preventative maintenance programs should include careful safety checks of equipment. Written records of repair and maintenance of vehicles and major equipment should be maintained. *Management Manual, chp. 9 @ pp. 320-325.*

**Suggested Evidences of Compliance:** Provide copy of plan.

#### 7.5 Organization-owned Equipment and Property

*There should be a policy and procedures for the management of and accountability for organization-owned property, including purchase and distribution to authorized persons, proper training of appropriate personnel in use of equipment, safe and secure storage of equipment, and maintenance of all equipment in operational readiness and working order.*

**Commentary:** Such property includes supplies, materials, tools, expendable items, vehicles, installed and mobile equipment and personal wear items used by the organization.

**Suggested Evidences of Compliance:** Provide copy of policy and procedures.

#### ⇒ 7.6 Natural Resource Management

*There shall be written environmentally sound standards and procedures for development and maintenance of the organization's natural resources, with particular attention to protection and reservation of especially-sensitive land and water areas.*

**Commentary:** Such special areas would include environmentally unique areas, wetlands, riverbanks, and special woodlands. *Management Manual, chp. 9 @ pp. 296-303*

Environmentally sound practices should be integral to all operations, including recycling, hazardous wastes control, et. al.

**Suggested Evidences of Compliance:** Provide copy of standards and procedures.

#### 7.7 Maintenance Personnel Assignment

*There should be competent personnel assigned to clearly defined duties for routine maintenance, repairs and minor improvements,*

*general cleanliness and overall attractiveness of areas, facilities, and equipment.*

**Commentary:** Effective maintenance of grounds and facilities requires the selection, training, and supervision of workers in a wide variety of tasks ranging from unskilled seasonal laborers to skilled trades. Supervisory staff must be able to focus on maintenance management, such as work load control, as well as supervise the technical details of maintenance work. *Management Manual, chp. 9 @ pp. 343-349*

**Suggested Evidences of Compliance:** Provide procedures for assignment of personnel.

## 7.8 Depreciation and Replacement

*There should be an established replacement schedule for all park and recreation properties and facilities, and equipment.*

**Commentary:** This must recognize the need for cyclic replacement of buildings, vehicles and equipment and establish a system of depreciating and replacing assets within the framework of a long-range financial plan. (See also 5. 0) *Management Manual, chp. 9 @ pp. 320-325*

**Suggested Evidences of Compliance:** Provide copy of replacement schedule.

## 8.0 SAFETY AND SECURITY

Basic safety and security functions are important to the quality of the recreation organization. Program personnel should identify and understand security procedures. *Management manual, chp. 17*

Note: safety in this section refers to public safety of person and property, not to safety as related to bodily injury due to activity participation. See Sec 10 risk Management.

### ⇒ 8.1 Authority

*The authority of Army Recreation personnel, as related to installation law enforcement and general security functions shall be clearly set forth by policy statements and communicated to appropriate persons. A person shall be designated as the POC for security issues.*

**Commentary:** See 3.1.3 (Administrative Manual) *Management Manual, chp. 17 @ pp. 744-752.*

**Suggested Evidence of Compliance:** Provide copies of SOPs, method of distribution and name of POC.

## 8.2 General Safety and Security *Management manual, chp. 17 @ pp. 763-765*

### 8.2.1 Plan

*There shall be general security and safety plans, both for general use of outdoor areas, facilities and buildings, and for specific group program/activity functions. Plans should include:*

- *each activity/facility site physical security*
- *traffic control, parking, foot travel*
- *crowd control*
- *emergency disasters*
- *emergency medical services*
- *handling disruptive behaviors*

**Commentary:** Preventive general security and safety practices are essential. The plan should include preventive maintenance to deter vandalism and theft, as well as, layout and design consideration to enable better control of people and more effective supervision. Special attention should be given to working with youth to help control juvenile delinquency. There should be community participation in any crime/delinquency prevention program. Cross reference to 9.1. *Management Manual, chp. 17 @ pp. 763-765*

**Commentary:** A security survey shall be part of the annual safety audit/risk management plan to identify critical points and aspects.

**Suggested Evidence of Compliance:** Provide copies of plans.

#### 8.2.2 Personnel

*There should be annual, in-service safety and security training for recreation personnel and volunteers.*

**Commentary:** General safety and security can be effective only when each employee and volunteer leader is alert to their responsibilities.

**Suggested Evidence of Compliance:** Provide copy of program outline and training schedule.

#### 8.2.3 Recording Procedures

*There should be clearly identified procedures for recording and documenting accidents and disturbances.*

should **Commentary:** This standard addresses traffic accidents only and be distinguished from standard 3.4.2.3.

**Suggested Evidence of Compliance:** Provide copy of procedures.

#### 8.2.4 Roadblocks and Street Closures

*There should be a policy for use of road blocks and street closures.*

**Commentary:** Street closures often are used for temporary recreation activities and directing traffic.

**Suggested Evidence of Compliance:** Provide copy of procedure.

### 8.3 Law Enforcement



#### 8.3.1 Training Program

*There shall be a law enforcement in-service training program conducted either by the Agency or in conjunction with the jurisdictional police or other agency.*

evidence;  
**Commentary:** Such training may include but is not limited to: (a) individual liability; (b) understanding of human rights under the Constitution, federal laws and local ordinances; (c) collection of and (d) crimes against persons and property. All personnel must be cognizant of basic law enforcement procedures. *Management Manual, chp. 17 @ 752-755, 759-763*

**Suggested Evidence of Compliance:** Provide copy of training and applicable regulations.

#### 8.3.2 Handling of Disruptive Behaviors

*There should be procedures regarding assaults and batteries, crowd disturbances and other types of incidents/offenses.*

**Commentary:** There should be a specific written policy of the methods and procedures to follow in responding to discipline/disruptive behavior problems. This policy should clearly define the steps necessary for various levels of seriousness in participant/attendee disruptive behavior. *Management Manual, chp. 17 @ 761-762.*

**Suggested Evidence of Compliance:** Provide copy of procedures.

### 8.4 General Security

#### ⇒ 8.4.1 Plan

and  
*There shall be a general security plan both for general use of outdoor areas facilities and buildings, and for specific group program/activity functions.*

enable  
**Commentary:** While law enforcement is important, preventive general security practices are essential. The plan should include preventive maintenance to deter vandalism and theft, as well as layout and design considerations to better control of people and more effective supervision. An in-service education program for employees and volunteers is critical to success. Special attention should be given to working with youth to help control juvenile delinquency. There should be community participation in any crime/delinquency prevention program. *Management Manual, chp. 9 @ pp. 307-313; chp 17 @ pp. 765-775*

**Suggested Evidence of Compliance:** Provide a copy of the plan.

#### 8.4.2 In-Service Training

*There should be an in-service training program, which includes the role of each employee and volunteer in the general security plan.*

**Commentary:** General security can be effective only when each employee (service, office, program—all) and volunteer leader is alert to their responsibility

related thereto.

**Suggested Evidence of Compliance:** Provider copy of program outline and training schedule.

9.0 RISK MANAGEMENT  
*Management manual, chp. 16*

9.1 Statement of Policy

*There should be a policy for Risk Management, which incorporates the NAF Risk Management Program and safety aspects which is approved by the installation command.*

**Commentary:** Risk Management policy for Army MWR activities is stated in AR 215-1, Chapter 14, The US Army NAF Risk Management Program. The regulation described the basic policies and principles that cover the program and provides guidance for non-appropriate fund activities at the installation level. *Management Manual, chp. 16 @ pp. 729-730*

**Suggested Evidence of Compliance:** Copy of AR 215-1 and an approved Risk Management Plan.

9.2 Risk Manager

*There should be an employee with risk management responsibility.*

**Commentary:** A recreation employee should be appointed as the risk manager for the organization with oversight of annual risk analysis and risk management plan. *Management Manual, chp. 16 @ pp. 716-718*

**Suggested Evidence of Compliance:** Copy of appointment for the risk manager.

⇒ 9.3 Plan(s)

*There shall be a risk management plan reviewed annually and updated to reflect new information, operational techniques, services.*

**Commentary:** The official guidance for the risk management program is AR 215-1. This regulation is updated at every opportunities to reflect changes in policy, applicable laws and procedures. Changes are published to installation activities as new requirements are identified and disseminated through various means of communication. *Management Manual, chp. 16 @ pp. 729-734*

**Suggested Evidence of Compliance:** Copy of installation risk management plan.

⇒ 9.4 Risk Management for Major Special Events



*There shall be a separate risk management plan for each major special event.*

**Commentary:** A risk is a chance of encountering harm, injury, loss, hazard, or danger. Risk management is a control of injury, hazard, loss or danger. A risk management plan is a set of regulations, policies, and procedures for conducting an activity with inherent peril involved. Risk management is the responsibility of the leader of every program in which there are active participants. Risk management must be integrated into event planning. *Management Manual, chp. 16 @ pp. 717-729*

**Suggested Evidence of Compliance:** Provide evidence of risk management plans for special events.



#### 9.4.1 Employee Responsibilities for Risk Management

*All employees must be cognizant of risk management requirements throughout recreation programs.*

**Commentary:** All employees must be able to recognize dangerous conditions or signs of trouble and be able to report them correctly. Employee must be able to relate to the age and abilities of participants and to ensure that all participants understand what safety practices are. *Management Manual, chp. 16 @ pp. 716-717*

**Suggested Evidence of compliance:** Provide evidence of risk management training/instruction for employees.

#### 9.5 Risk Analysis and Control Approaches

*There should be risk analysis systematically performed annually and with approaches to control of risks clearly identified.*

**Commentary:** Risk identification must be accomplished annually and actions to control risk must be documented.

**Suggested Evidence of Compliance:** Provide copy of analysis.

#### 9.6 Employee Involvement

*The risk management plan should involve active interaction between employees at all levels and administration/supervisors.*

**Commentary:** Safety and loss control at the installation level is primarily the responsibility of MWR fund managers and activity managers. Local management must establish policies and procedures for safety and convey procedures to employees. The NAF Risk Management program conducts presentations and workshops to educate installation personnel on risk management and insurance. *Management Manual, chp. 16 @ pp. 716-717*

**Suggested Evidence of Compliance:** Evidence of training provided and Information disseminated.

#### 9.7 Operational Procedures

*There should be a manual of operating procedures for carrying out the risk management plan. All administrative and supervisory personnel shall have a copy of the manual and other employees' procedures pertinent to their responsibilities.*

**Commentary:** The Risk Management Program Standard Operating Procedures manual provides guidance for daily pertains within the program. *Management Manual, chp. 16 @ pp. 730-731*

**Suggested Evidence of Compliance:** Copy of Risk Management Program SOP.

- 9.8 Risk accounting  
DNA
- 10.0 EVALUATION AND RESEARCH (EVALUATIVE RESEARCH)  
*Management manual, chp. 18*

⇒ 10.1 Systematic Evaluation Program

*There shall be a process for evaluation of program outcomes and the operational efficiency and effectiveness of the organization.*

**Commentary:** This standard is concerned with a systematic evaluation process for the organization. Evaluation should encompass both the operation as a whole and specific elements and services. ***Evaluatory practices also are referred to in other aspects, these should be incorporated into the overall program of evaluation. See:***

- a. Annual evaluation of goals and objectives (1.3.3)
- b. Annual review of policies (1.4.2)
- c. Trends analysis (2.1)
- d. Data gathering for planning (2.4)
- e. Community inventory and need index (2.4.1.2; 2.4.1.3)
- f. Management information system (3.4.1)
- g. Records management (3.4.2)
- h. Service statistics (3.4.3)
- i. Performance evaluation of personnel (4.1.4.5)
- j. Fiscal management, unit cost determination (5.4.2.1)
- k. Inventory control (5.4.3.1)
- l. Recreation services management – program “needs” and effectiveness (6.1)
- m. Program evaluation (6.9)
- n. Cost effectiveness of certain equipment (7.8)
- o. Risk management determination of nature of, and extent of, risks (9.4)

A comprehensive analysis system is essential. It should encompass both “effort” or operational analysis and “effect” or outcomes, as well as assessment of the appropriateness and adequacy of the process. Recreation staff and customers should participate in this process. A time schedule for evaluations should be established; some evaluations will be annual, other periodical, and still others at the end of a season or event. Evaluation should be used in future program develop and planning. *Management Manual, chp. 18 @ pp. 787-799*

**Suggested Evidence of Compliance:** Provide copy of program evaluation process its outcomes evidence of integration into planning and budgeting.

10.2 Demonstration Projects and Action Research

*There should be at least one new program per activity researched and piloted each year.*

**Commentary:** New ideas are the life blood of recreation. Activities are encouraged to develop new ideas from benchmarking, observations and customer feedback. *Management Manual, chp. 18 @ pp. 809-811*

In order to keep abreast of recent developments which will enable a more effective and efficient recreation operation, research literature should be available.

**Suggested Evidence of Compliance:** Provide copy of report on pilot project for each activity for the past year.

10.3 Evaluation Personnel

*The organization should have expertise to direct the technical evaluation/research process.*

**Commentary:** This expertise can be developed in house or procured from outside sources. *Management Manual, chp. 18 @ 795-797.*

evaluations  
**Suggested Evidence of Compliance:** Provide evidence of technical and research findings.

10.4 Employee Training

*There should be training for recreation employees to enable them to carry out quality evaluations.*

**Commentary:** Staff should have understanding regarding the function and general process of evaluative research. Cross reference 4.1.3.4. Training may include participation in training offered by other agencies and organizations and use of training videos and resource materials. *Management manual, chp. 18 @ p. 797.*

**Suggested Evidence of Compliance:** Provide description of and documentation of training provided.